

Behavioral Interviewing



What is Behavior-Based Interviewing?

Behavioral interviewing allows the interviewer to more objectively assess candidates' qualifications by focusing on specific behaviors in a given set of circumstances and serves to reveal patterns of behavior over time. Behavioral Interviewing allows you to collect higher quality data on candidate performance. It measures the degree to which a candidate fits an organization's values and the position competencies by:

- ◆ Appraising personality, motivation, and character
- ◆ Evaluates mental abilities, without the use of aptitude tests
- ◆ Gathers relevant information

To utilize behavior-based interviewing successfully, consider the following process:

Identify those knowledge, skills, abilities, behaviors and core competencies key or critical to successful job performance. (This cannot be done without a proper job description).

Each applicant will be asked the same questions. Look for consistency of responses, and things that are comparable between applicants and things that can be scored.

Determine which behavioral or situational questions elicit the desired behaviors for each particular job.

Questions might be phrased, "Can you tell me a specific occasion when, you...?"

Develop a tailored, structured format for asking the questions.

Please see structuring the interview, on the following pages

Devise benchmark responses prior to the interview—provide examples of good, average and poor responses.

Develop a score keeping element to evaluate all applicants consistently.

Train the interviewers to:

Take notes

Record accurate responses

Omit prejudicial or judgmental comments

Maintain a consistent format for each applicant

Interview Planning

In order to gather the most successful information, use the following approach for every response to each question asked:

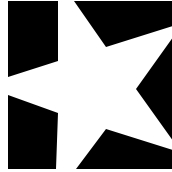
STAR APPROACH

Situation

Task

Action

Result



You may find it helpful to tell each candidate what you expect at the beginning of the interview. For example: "I am going to ask you a series of question about your experiences, education and background. I would like you to tell me what the situation was when you got involved, what actions you took, and what the results were."

If a candidate does not answer the questions in this format, ask probing questions to make sure you get your full STAR before moving to the next question.

REMEMBER, THIS CAN TAKE SEVERAL FOLLOW-UP QUESTIONS.

Probing

Probing is helpful in getting information that is not volunteered. It allows the interviewer, to get a better understanding of the circumstances, motivations, and results of the initial answer.

Sample Follow-up Probing Questions Using the STAR Approach:

Situation Probing:

What led you to this?

How did you discover this problem?

Can you tell me more about the last time this happened?

What were the circumstances?

Task and/or Action Probing:

What did you do next?

How did the person react?

Tell me exactly what you did?

What was the most effective thing you said or did to clarify the matter?

Result Probing:

What happened next?

How did it turn out?

What feedback did you receive?

Sample Evaluation Form

Circle each component as it is covered:

Question 1	S	T	A	R
Question 2	S	T	A	R
Question 3	S	T	A	R
Question 4	S	T	A	R
Question 5	S	T	A	R
Question 6	S	T	A	R
Question 7	S	T	A	R

Probing:

What areas did you need to probe?

What questions were asked?

Closing:

What questions did the interviewee ask that need to be addressed?